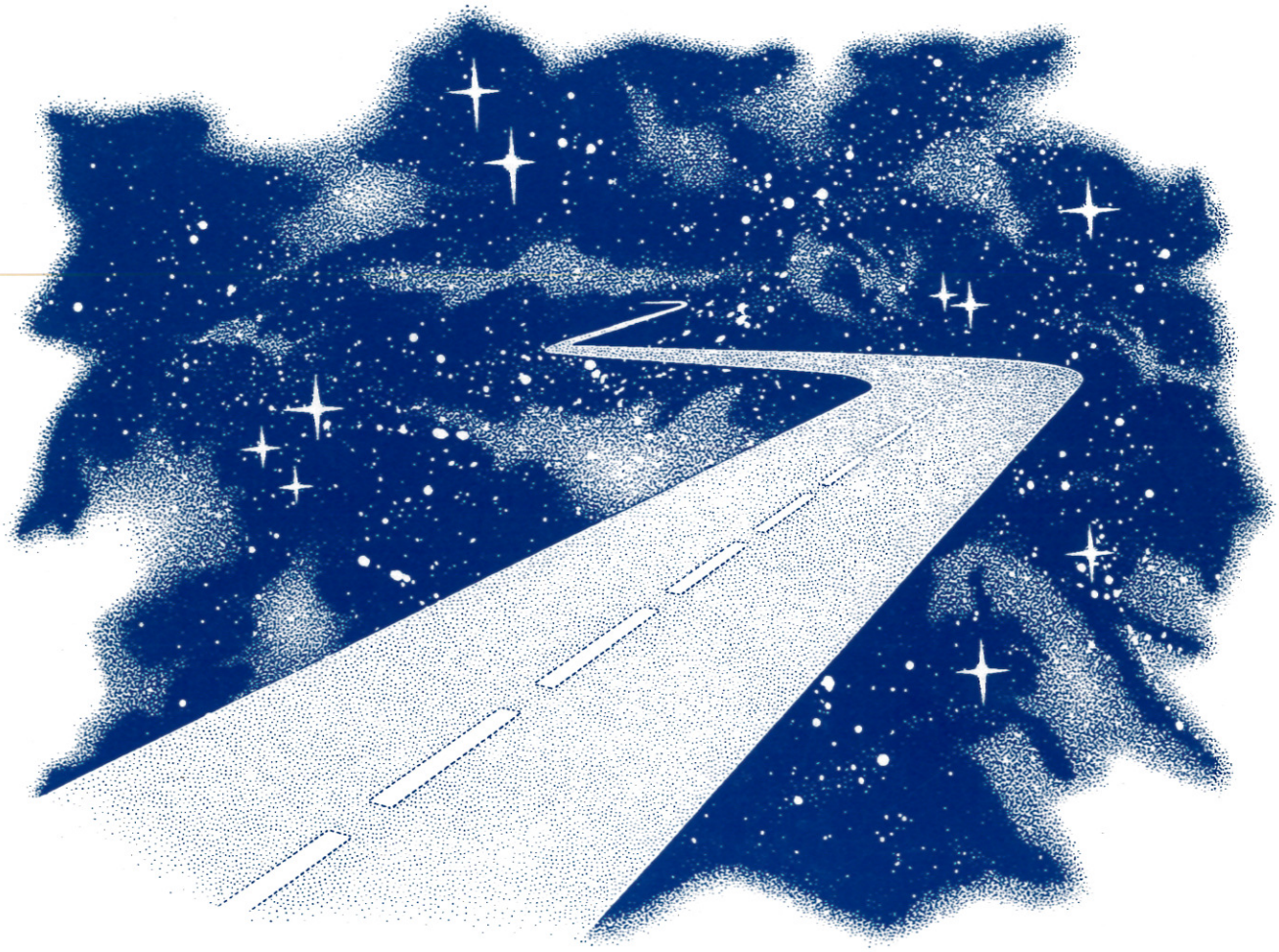
Navy Medicine's



Journey to Excellence

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Forward



This document is a road map leading us to our vision of the future. It should be used as a framework for decision making, a guide to action, and a pattern for shaping the priorities of the Navy Medical Department as we enter the 21st century.

D.F. HAGEN, VADM, MC, USN
Surgeon General



Charlie Golf One

In the days before radio, seafarers devised a system of communication based upon flags and pennants. Warships on battle line received visual orders from their commander. Merchant vessels plying the oceans' trade routes spoke by signal flag. Eventually, an international signal code evolved recognized by the navies and merchant fleets of all nations.

Almost any message that can be communicated by the human voice can be represented by a series of signal pennants. The four pennants seen proudly flying beneath the American flag at all Navy medical and dental facilities represent the motto of the Navy Medical Department. The topmost flag, the international answering pennant, signifies that the vessel has received a distress call-CHARLIE GOLF- Stand by to Assist Me- and is responding to that request.

The remaining three pennants - CHARLIE GOLF ONE - say...*I will stand by to assist you.*

These four pennants reflect a long maritime tradition.

We in the Medical Department also have a long medical tradition for...

We are standing by and are always ready to assist!

Navy Medical Department Mission

We are the Medical Department of the United States Navy.

Our mission is to ensure the health of our Sailors and Marines so that they are physically and mentally ready to carry out their worldwide mission.

We will accomplish this with a comprehensive health promotion program and, when illness or injury intervenes, restore optimal health.

We will strive continually to provide this same level of quality health care services to the families of active duty members and to all others entrusted to our care.

Navy Medical Department Vision

We are the Medical Department of the United States Navy.

We are committed to providing an environment of health care excellence in which:

All entrusted to our care proudly view Navy Medicine as their preferred source for health care.

Health care professionals view Navy Medicine as a superior arena for realizing their professional growth and satisfaction.

Health care organizations view the Navy Medical Department as a paradigm of excellence.

Fleet and field commanders view Navy Medicine as fully capable of providing optimal, timely, and comprehensive health care to their Sailors and Marines worldwide in peace and war.

Our people view themselves as empowered members of the world's finest health care team.

Navy Medical Department Guiding Principles

We are the Medical Department of the United States Navy.

We exist to ensure the best physical and mental health of the men and women of the United States Navy and Marine Corps.

We will support the combat readiness of the Navy and Marine Corps.

Care for all persons as unique human beings worthy of our courtesy, compassion, and respect.

Earn the trust and confidence of our patients by enthusiastically providing prompt access to quality health care.

Attend to the medical needs of the families of our active duty members, our retirees, and their families, for just as the family supports the force, so must we support the family.

Teach, for it is through education that we build the foundation for our future.

Continuously improve in all aspects of our enterprise.

We care for each other just as we care for our patients. This is the basis of the teamwork and trust that must exist for us to succeed.

Preface

This document is a road map leading us to our vision of the future. It should be used as a framework for decision making, a guide to action, and a pattern for shaping the priorities of the Navy Medical Department as we enter the 21st century. This is a living document, never final, but continually updated. It should be a source of inspiration for the entire Navy Medicine team as we seek to delight all our customers.

To Our Customers

This plan has been developed over the past 18 months through a continuing process that included two intensive planning retreats involving all the Navy Medical Department flag officers, active and Reserve, acting as a Strategic Planning Council; briefings to Navy Medical Department commanding officers; and a series of mailings to field commands to provide for input into the plan. While this strategic plan incorporates principles which guide the way we process our daily business, the intent is to direct us to become better than we are today. It requires actions that reach into the future. Because of the constantly changing environment in which we operate, a strategic planning process cannot and should not produce a *final* product. This document must remain flexible to meet changing conditions. Notwithstanding, this is our best view early in the last decade of the 20th century regarding our future. It embodies the major areas we believe to be most important and upon which we will stake our efforts to serve all our customers to the best of our collective abilities.

To the Men and Women of the Navy Medical Department

The broad command strategies incorporated into this plan were consciously developed to allow room for vigorous application of efforts to provide unparalleled health care services to all our customers. We have trust and confidence in all our people and expect each to support the principles and philosophies expressed here. Each individual and each organizational entity is responsible for creating and evolving their part of the organization to fit optimally into the whole. This requires that each person be provided the opportunity for input into the future plans of all those portions of the organization which affect his or her own contributions and that each person takes advantage of that opportunity. With the consensus of other members of the work group, the individual must be allowed to seek better ways to do the job and to put improvements into effect without the need to plow through endless layers of bureaucracy for *approval.* Nothing in this plan should be perceived as limiting the progress of any command. Each command is expected to implement the guidance provided herein in the manner and at the speed most appropriate to the circumstances in which that command finds itself. The important underlying concept is to seek excellence in the principal strategic goals highlighted in the plan and to continually seek to deliver health care services of the highest quality as perceived by our customers. Each member of the Navy Medical Department team active and Reserve, officer, enlisted, civilian employee, and volunteer should become actively involved in this effort. Leadership in the Navy Medical Department can be judged in large measure by how well we carry out this mandate.

Overview

Strategic planning is defined as the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future. This is the way the leaders of an organization indicate the correct things to do so that the members of the organization can focus on doing them correctly. Thus, the enterprise is provided with a measure of constancy of purpose, an absolutely essential prerequisite to success for any organization.

We expect to operate in a business environment in which competition for funding and for highly qualified people will be severe. This competition for resources, coupled with continuation of ever increasing needs and expectations of our customers, will challenge all levels of leadership of the Navy Medical Department. It would be foolish for us to anticipate increases in resources to execute this strategic plan as an effort apart from what we do on a daily basis. We must plan based on the assumption that no additional resources of any kind will be provided. However, if the tenets of this document are wholeheartedly adopted by all, the savings accrued through increased efficiency and effectiveness should provide us with the funds to reach our future vision.

One long-range strategic plan clearly enunciates the challenges facing any service organization as follows:

> *A service organization such as (Navy Medicine) cannot be successful.. . unless it anticipates and meets (exceeds) customer needs with quality products and services. We must continuously maintain a strong customer focus and ensure that our internal policies and processes add value to our customers. . . We succeed only if our customers succeed!*

We also must anticipate continuing congressional and public interest in the costs of health care services. In the long run, we believe that our people, working to improve the systems within which they work, will produce higher quality results at lower cost than can be achieved by current emphases on increased inspection and control. Our long term, over-arching strategy is to fully implement a total quality philosophy throughout Navy Medicine. We desire to become a paradigm of excellence in health care services for all our customers, while making the Navy Medical Department a preferred environment for professional growth.

We are committed to a continuous, strategic planning process as an umbrella of constancy for these efforts. The planning horizon is 10 years. This plan represents the results of the initial planning cycle and will be reviewed annually with changes and additions as necessary to maintain that 10-year horizon. While we do not anticipate significant changes in the strategic goals, some changes can be expected in the strategies and objectives supporting the goals as conditions change.

The plan is organized around seven broad, long-range major areas of focus: Total Quality Leadership, Access to Quality Health Care, Health Promotion, Total Force Medical Requirements, Resource Acquisition and Use, Personal Growth and Development, and Communications. Each area is addressed by a single strategic goal, supported by a number of strategies, each of which is supported by several objectives. The plan is much more than a set of goals, strategies, and objectives. Taken as a whole, it reinforces the overall philosophy of the Navy Medical Department as outlined in the Mission, Vision, and Guiding Principles. The plan is a blueprint of the dynamic actions we intend to take to make CHARLIE GOLF ONE - STANDING BY TO ASSIST - a proactive, energetic, and invigorating tradition for the Navy Medical Department.

Throughout this document we have used a term which some members of Navy Medicine might find objectionable - customer. At first glance, many of us would probably prefer the term "patient". However, many of the individuals eligible for health care never become patients, yet they are our customers. Similarly, the line commands we serve are our customers, as are the American taxpayers and their elected representatives. Furthermore, portions of this document focus on the betterment of the people of the Navy Medical Department - our internal customers. Therefore, we have adopted the term "customer" to encompass all those whom the plan affects, whether patients or not.

The Navy Medical Department will embrace and implement total quality leadership

Efforts over the next several years must concentrate on focusing the management philosophy of the Navy Medical Department on meeting the needs and exceeding the expectations of all customers, external and internal. Thus, embracing and implementing the principles and processes of total quality leadership will be a major area of strategic emphasis. This goal commits the leadership of Navy Medicine to this transformation through continuing efforts to improve operational readiness education and training of its people, fostering the continuous improvement environment, recognition of quality efforts, and in so doing, delighting all our customers.

The Navy Medical Department will maintain a dynamic capability to meet the total force medical requirements of the Navy and Marine Corps in support of its worldwide mission.

The primary mission of the Navy Medical Department is to support the operational readiness of the Navy and Marine Corps to meet their worldwide commitments. Initiatives included in this strategic goal place increased emphasis on regular review and assessment of readiness efforts, support for medical and dental research into better ways to meet operational requirements, improvement in the logistic and planning base, and a responsive active and Reserve force.

The Navy Medical Department will provide timely access to the finest quality health care for all those we serve through effective access, availability, management, and coordination of resources.

One of the major issues facing the health care industry in the United States is access to cost effective health care services. This strategic goal recognizes this as a major issue in the Navy and Marine Corps and establishes strategic initiatives at the field command, BUMED, DoD, and congressional level to address improved access through coordination of services, beneficiary enrollment, and optimal resource sharing.

The Navy Medical Department will serve as an aggressive advocate for health promotion programs in the U.S. Navy and Marine Corps.

The ultimate goal of any health professional or health care system should always be to improve the health status of the customers served. This goal directs the efforts of the Navy Medical Department towards this ultimate aim by placing increased emphasis on its role as a primary consultant in health promotion for the Navy and Marine Corps and as a role model for effective health promotion programs.

The Navy Medical Department will empower every member of the Medical Department to influence the acquisition and optimal use of resources.

At the foundation of everything the Navy Medical Department accomplishes today or aspires to accomplish tomorrow is the acquisition and optimal utilization of resources. This strategic goal focuses on improving the ability of every member of the Medical Department to contribute effectively to the resourcing process, involves them in the resource planning process, and emphasizes aggressive pursuit of all resource opportunities through resource sharing, identifying and removing regulatory barriers, cross utilization of people, and third party reimbursement.

The Navy Medical Department will stimulate and enable every member of the Navy Medical Department to reach full potential by providing the very best opportunities for personal growth and development, consistent with our mission.

Our most critical resource is our people. This goal recognizes our people as our most important resource through initiatives in education and training, identification of long range professional and technical requirements, meeting or exceeding professional development standards, fostering professional growth and development, and directing the focus of our education and training on the student.

The Navy Medical Department will create an environment which improves the information flow at all levels and eliminates barriers to communication.

This strategic goal aims at improving and facilitating communication through internal and external organization initiatives eliminating barriers to effective communication, making use of education and technology to improve communications, and marketing efforts aimed at educating our customers about the Navy Medical Department.

Navy Medical Department Strategic Goal 1

The Navy Medical Department will embrace and implement total quality leadership.

Strategy 1.1

The Surgeon General will commit and dedicate the Navy Medical Department to total quality leadership.

Objective 1.1.1

- BUMED will formally establish and charter a Navy Medical Department Flag Officer Council which will review and provide appropriate goals

Objective 1.1.2

- BUMED policy development will reflect the principles of total quality leadership.

Objective 1.1.3

- BUMED will establish formal mechanisms to recognize achievement in quality improvement.

Strategy 1.2

The Navy Medical Department will ensure that all levels of our staff receive education and training appropriate for their individual involvement in total quality.

Objective 1.2.1

- BUMED will require prospective commanding officers and executive officers to complete training in total quality leadership.

Objective 1.2.2

- The Navy Medical Quality Institute will serve as the lead for curriculum development and consultation to Medical Department commands.

Objective 1.2.3

- BUMED will revise the Command Training Plan to include training in total quality leadership.

Strategy 1.3

The Navy Medical Department at all levels will take actions to ensure the transition to total quality leadership.

Objective 1.3.1

- We will promote the use of executive steering councils, quality management boards where appropriate, process action teams, and the FOCUS-PDCA model.

Objective 1.3.2

- We will incorporate the use of statistically derived data in decision making.

Objective 1.3.3

- The Navy Medical Quality Institute will develop guidelines to help assess progress in implementing total quality leadership.

Objective 1.3.4

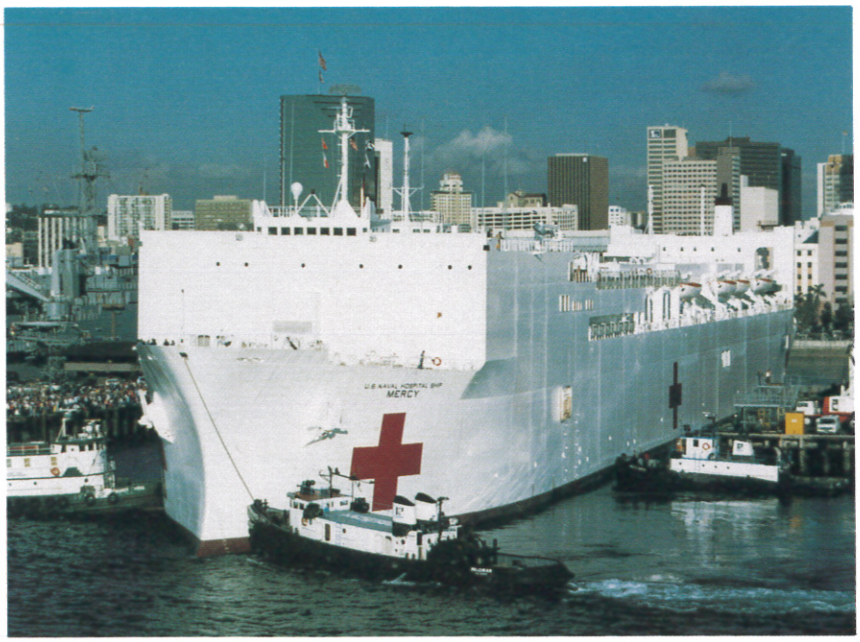
- BUMED will establish mechanisms to share quality improvements, innovations, and lessons learned.

Strategy 1.4

The Navy Medical Department will delight its customers by providing a process to identify, analyze, and meet their needs and exceed their expectations.

Objective 1.4.1

- The Navy Medical Quality Institute will provide guidelines, recommendations, and support in the collection of data to sample and verify customer needs and expectations.



Objective 1.4.2

- Quality Improvement efforts will incorporate customer feedback data.

Objective 1.4.3

- BUMED and all subordinate activities will implement continuous customer service training.

Objective 1.4.4

- BUMED and all subordinate activities will implement a staff quality improvement suggestion program which will emphasize process improvement and innovation.

Navy Medical Department Strategic Goal 2

The Navy Medical Department will maintain a dynamic capability to meet the total force medical requirements of the Navy and Marine Corps in support of its worldwide mission.

Strategy 2.1

The Navy Medical Department will periodically assess all medical readiness doctrines, requirements, status, and programs.

Objective 2.1.1

- OP-093 will convene an annual medical plans, operations, intelligence (POI) conference to evaluate the state of medical readiness, assess medical support for the Fleet and Fleet Marine Force, evaluate/recommend education and training programs in operational medicine, and assess selected programs and services in support of Operating Forces as directed by higher authority.

Strategy 2.2

The Navy Medical Department will anticipate, identify, and support medical and dental research and development needs to meet platform sponsor requirements.

Objective 2.2.1

- OP-093 will maintain a standing board to address medical/dental research and development needs in support of Navy and Marine Corps requirements.

Strategy 2.3

The Navy Medical Department will continually improve and assess the effectiveness of our logistic and planning base.

Objective 2.3.1

- Specialty advisors from active and Reserve forces will annually review and assess logistics, manpower distribution, planning, and operational requirements in support of the Navy and Marine Corps.

Strategy 2.4

The Navy Medical Department will recruit, train, and retain sufficient numbers of active and Reserve personnel with appropriate skills to meet contingency mission requirements.

Objective 2.4.1

- BUMED will coordinate and continually monitor accession programs and force management for the Medical Department and maintain effective liaison with the Chief of Naval Personnel, the Commander, Naval Reserve Force, and the Commander, Navy Recruiting Command. The Assistant Chief for Reserve Matters will perform these functions for the Reserve medical forces.

Objective 2.4.2

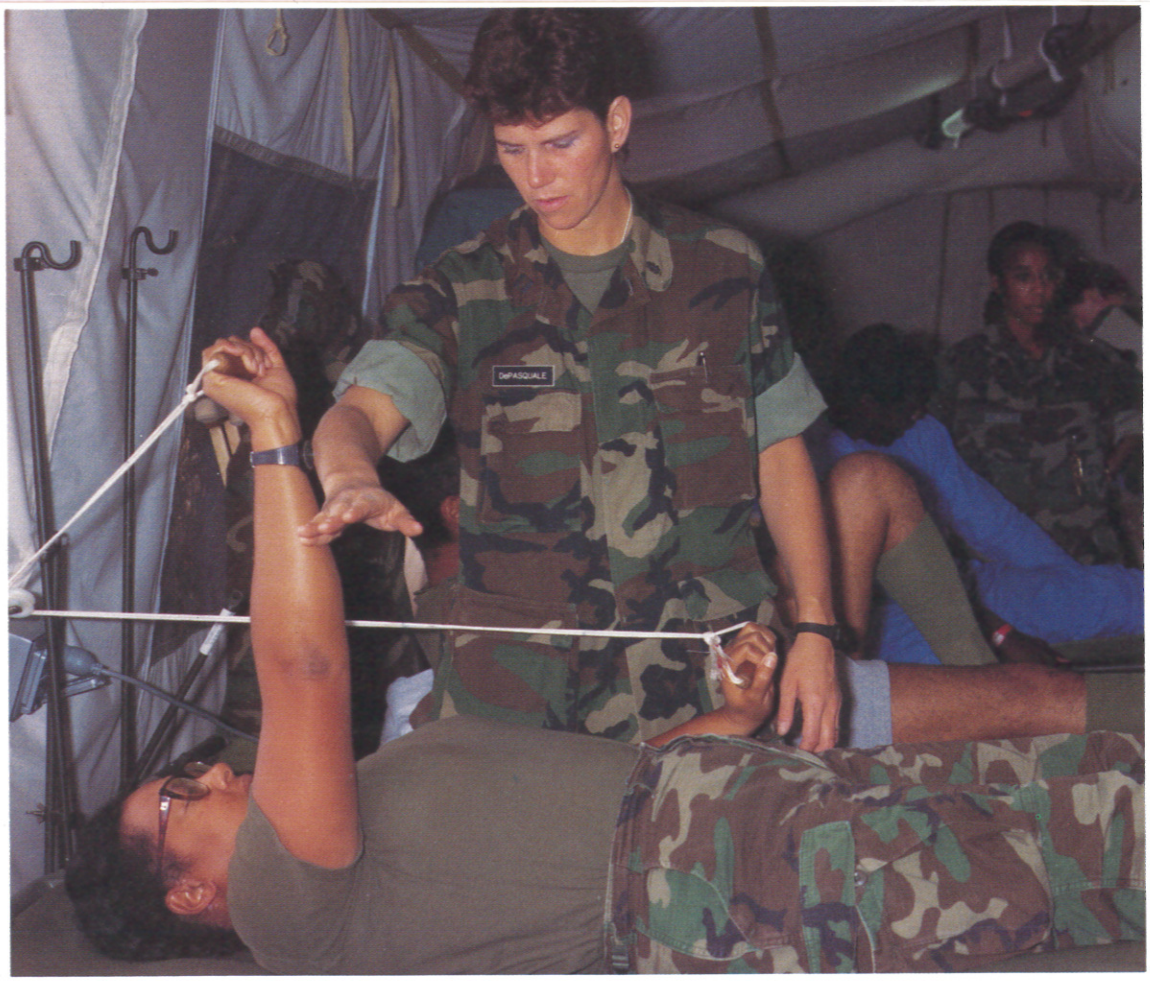
- BUMED will implement policies to require that, prior to initial operational assignments, Medical Department officers will have completed platform-specific training.

Objective 2.4.3

- The Corps Chiefs/Directors and Assistant Chief for Reserve Matters will report periodically to the Chief, BUMED on force management of their respective communities.

Objective 2.4.4

- BUMED will implement a policy to ensure that all Medical Department personnel with Medical Personnel Unit Augmentation System (MPUAS) assignments complete platform specific training and undergo periodic refresher training.





Navy Medical Department Strategic Goal 3

The Navy Medical Department will provide timely access to the finest quality health care for all those we serve through effective access, availability, management, and coordination of resources.

Strategy 3.1

The Navy Medical Department will actively participate with the Assistant Secretary of Defense for Health Affairs, Army, Air Force, and other agencies to develop coordinated care initiatives.

Objective 3.1.1

- BUMED, in cooperation with DoD, will assess the scope of required care.

Objective 3.1.2

- Commands will be encouraged to share resources with Government and civilian health care agencies.

Objective 3.1.3

- BUMED will provide input to the Office of Legislative Affairs to work on influencing changes in the law to provide local commands more autonomy.

Objective 3.1.4

- BUMED will assist MTF/DTF's in developing a service availability network within individual catchment areas and support the establishment of an "800" phone network.

Strategy 3.2

The Navy Medical Department will enroll its beneficiaries in coordinated care programs.

Objective 3.2.1

- The Naval Medical Data Services Center will participate in the Corporate Information Management (CIM) process to develop a common data base to define the eligible beneficiary population.

Objective 3.2.2

- BUMED, in cooperation with DoD, will assist in the completion of enrollment of all beneficiaries in a coordinated care program.


Team Leader
BAY 3
CAS REC STAFF

Navy Medical Department Strategic Goal 4

The Navy Medical Department will serve as an aggressive advocate for health promotion programs in the U.S. Navy and Marine Corps.

Strategy 4.1

The Navy Medical Department will serve as the primary consultant for health promotion programs in the Navy and Marine Corps.

Objective 4.1.1

- BUMED will establish an effective health promotion office.

Objective 4.1.2

- BUMED will develop a network of support and a resource database by communicating with other Government and civilian organizations.

Objective 4.1.3

- BUMED will coordinate the development of guidelines for safe, efficient, and customer-focused health promotion programs.

Objective 4.1.4

- BUMED will coordinate the provision of staff for conducting site visits to commands requesting direct assistance in establishing and evaluating health promotion programs.

Objective 4.1.5

- BUMED will effectively communicate opportunities for benchmarking.

Objective 4.1.6

- BUMED's health promotion representative will serve as liaison with BUPERS/HQ USMC Health Promotion Councils.

Strategy 4.2

The Navy Medical Department will serve as role model for developing and evaluating effective health promotion programs.

Objective 4.2.1

- BUMED will coordinate the deployment of health risk appraisal tools.

Objective 4.2.2

- Each medical and dental activity will identify its health promotion opportunities and develop effective health promotion programs for our internal and external customers.

Objective 4.2.3

- Each medical and dental activity will assess the effectiveness of its health promotion programs by using statistical methods and customer-focused surveys.



Navy Medical Department Strategic Goal 5

The Navy Medical Department will empower every member of the Medical Department to influence the acquisition and optimal use of resources.

Strategy 5.1

The Navy Medical Department will empower every member of the Medical Department team to participate in a resource management process that effectively supports program and budget development and execution.

Objective 5.1.1

- We will ensure every member of the Medical Department team knows how to obtain and use the resources needed to do their jobs by providing resource management training to each member of the medical team appropriate to their role.

Objective 5.1.2

- We will develop and deploy an information network that provides timely and relevant value added resource information.

Objective 5.1.3

- Our planning and resourcing processes will use appropriate performance data.

Objective 5.1.4

- We will develop a process of technology assessment which will support acquisition and deployment of new technologies.

Strategy 5.2

The Navy Medical Department will aggressively pursue all resource opportunities, focusing on those that provide the best returns on investment.

Objective 5.2.1

- We will maximize the use of resource sharing at all levels both internally and externally.

Objective 5.2.2

- We will empower commanding officers to make investment decisions in partnership with BUMED to achieve savings.

Objective 5.2.3

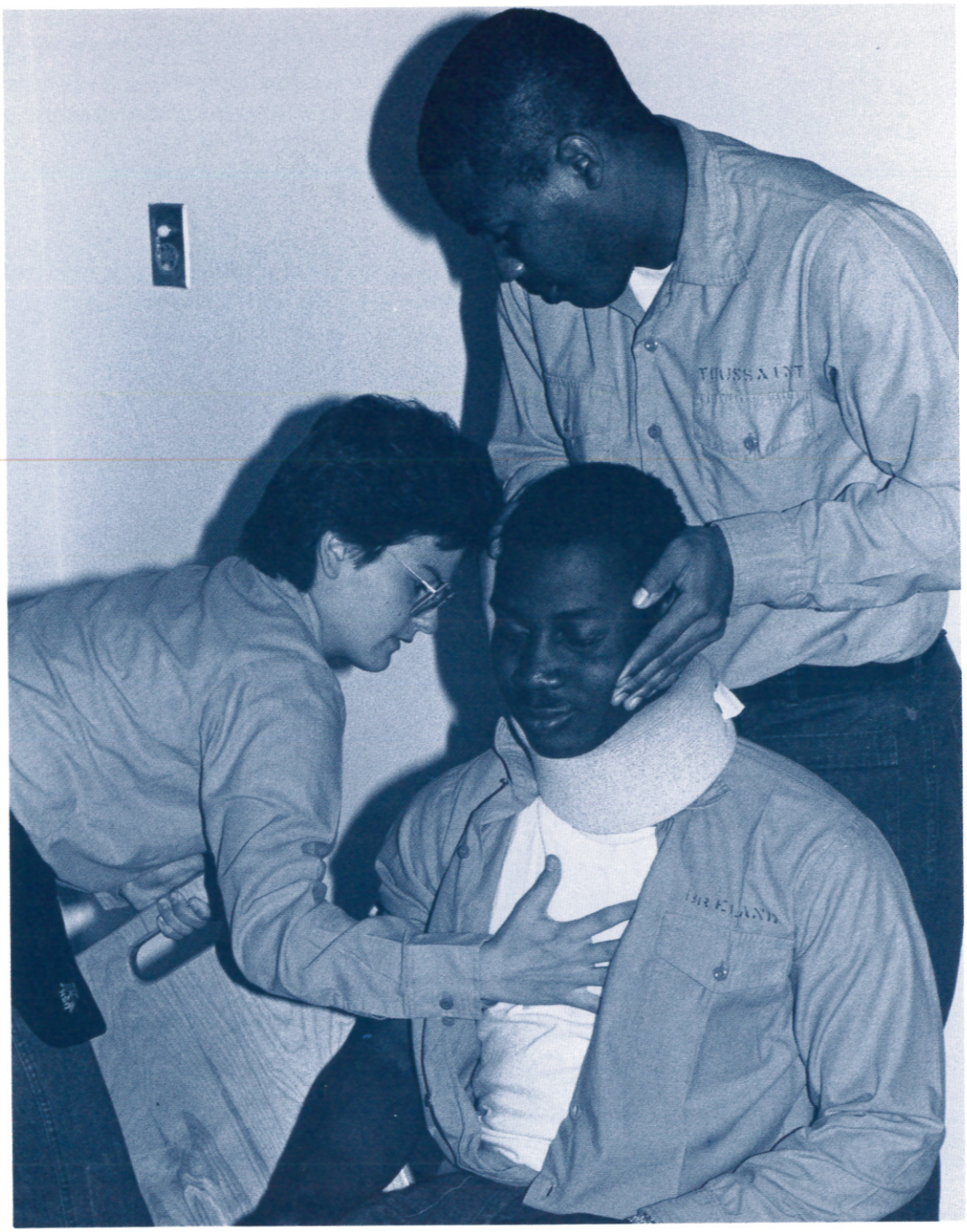
- We will continually review all internal processes to optimize the use of resources.

Objective 5.2.4

- We will remove barriers to the best use of our resources.

Objective 5.2.5

- We will obtain reimbursement from governmental and private parties for services provided where appropriate.



Navy Medical Department Strategic Goal 6

The Navy Medical Department will stimulate and enable every member of the Navy Medical Department to reach full potential by providing the very best opportunities for professional and personal growth and development, consistent with our mission.

Strategy 6.1

The Navy Medical Department will identify and aggressively pursue all opportunities for cooperative efforts in education, training, and professional development.

Objective 6.1.1

- We will ensure that the Navy Medical Department fully and aggressively participates in the Interservice Training Review Organization Committee and other activities to initiate and enhance cooperative education and training efforts.

Objective 6.1.2

- All Medical Department activities will implement processes to ensure liaison with appropriate Navy, other Department of Defense, Public Health Service, Department of Veterans Affairs, and civilian institutions to take advantage of existing or innovative opportunities for cooperative education, training, and professional development.

Strategy 6.2

The Navy Medical Department will determine its long-range professional and technical education and training requirements and develop programs to meet them.

Objective 6.2.1

- BUMED will develop, validate, and use specific methodologies to identify future professional and technical requirements.

Objective 6.2.2

- BUMED will integrate the Reserve component in education and training plans.

Objective 6.2.3

- The Naval Health Sciences Education and Training Command will develop a way to obtain feedback from all commands regarding the effectiveness of professional and technical training programs.

Strategy 6.3

The Navy Medical Department will ensure that all professional and technical programs meet or exceed applicable standards.

Objective 6.3.1

- The Naval Health Sciences Education and Training Command will establish a mechanism to review officer, enlisted, and civilian education and training programs to ensure that applicable standards are being met and that the programs meet current needs and requirements.

Objective 6.3.2

- The Naval Health Sciences Education and Training Command will coordinate the development of standards for education and training programs where none currently exist.

Strategy 6.4

The Navy Medical Department will continually develop opportunities to enhance professional growth and development.

Objective 6.4.1

- BUMED will identify and publicize specific ongoing career requirements for all Medical Department personnel.

Objective 6.4.2

- The Naval Health Sciences Education and Training Command and Navy Medical Department commanding officers will identify and provide on-going job/career specific education and training programs and opportunities so that all Medical Department personnel will have the maximum opportunity to succeed.

Objective 6.4.3

- BUMED will document the competencies required for each billet and advocate resource allocation for en route training.

Strategy 6.5

The Navy Medical Department will ensure that the student is its central focus in education and training.

Objective 6.5.1

- The Naval Health Sciences Education and Training Command will develop an ongoing methodology to secure feedback from students regarding the success of professional and technical training programs in meeting their needs and expectations and provide that data to sponsoring commands.

Objective 6.5.2

- The Naval Health Sciences Education and Training Command will develop and monitor the effectiveness of specific criteria for instructor selection and development.

Navy Medical Department Strategic Goal 7

The Navy Medical Department will create an environment which improves the information flow at all levels, and eliminates barriers to communication.

Strategy 7.1

The Navy Medical Department will ensure effective two-way communication.

Objective 7.1.1

- We will educate our people in communication skills and apply new and better ways of communicating with all our customers.

Objective 7.1.2

- We will identify and use state of the art communication techniques and equipment to provide standardization and compatibility among facilities.

Strategy 7.2

The Navy Medical Department, by effective marketing, will make it known to all that the Department of the Navy operates a health care delivery system second to none.

Objective 7.2.1

- We will assist every member of our health care team to become an advocate of Navy health care.

Objective 7.2.2

- Commanding officers will maximize effective communication with organizations external to the Navy Medical Department.



Objective 7.2.3

- All Navy Medical Department activities will establish a public affairs function to assist in promoting a more positive image to our customers.

Objective 7.2.4

- We will assist the identification and sharing of system-wide ideas and successes.

Glossary

Benchmarking
The process of measuring products, services, and practices against the toughest competitors or those known as leaders in their fields.

BUMED
Bureau of Medicine and Surgery

BUPERS
Bureau of Naval Personnel

Catchment Area
A specified geographic area surrounding a military treatment facility (MTF) within which the health care responsibility for all military beneficiaries rests with the commanding officer of the MTF.

Customers
The receiver or beneficiary of an output of a process, either internal or external to a hospital or a corporate unit. A customer could be a person, a department, a company, etc.

DoD
Department of Defense

Empower
To provide people with the knowledge, resources, and opportunities to effect change or accomplish the mission of an organization.

FOCUS-PDCA
An acronym meaning: Find a process to improve, Organize a team that knows the process, Clarify current knowledge of the process, Understand sources of process variation, Select the process improvement, Plan the improvement and continued data collection, Do the improvement, data collection, and analysis, Check and study the results, Act to hold the gain and to continue to improve the process.

HQ USMC
Headquarters, United States Marine Corps

NMQI
Navy Medical Quality Institute, a division of the Naval School of Health Sciences, Bethesda, MD, is responsible for total quality leadership training, consultation, and research for the Navy Medical Department.

Strategic Goal
A major area of focus for organizational endeavors leading to the future vision of the organization. Accomplishment of all the strategic goals should achieve the organization's vision.

Strategy
A significant effort in reaching a strategic goal. The sum of the strategies should accomplish the strategic goal.

Objective
A specific action or actions which must be accomplished to carry out a strategy. The sum of the objectives should carry out the strategy.

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**Denotes members who have retired.*

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March 1992

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